



Welcome to our Be4ward newsletter, our opportunity to share with you our most recent articles, along with our company and wider industry news.

In this issue we share our company news, including the first of our July webinar watch-backs, a selection of our articles that have been picked up by industry publications and our inclusion in the new GS1 Solution Partners Finder Tool.

As always, we share our consultant's thoughts and knowledge via a series of articles from the VP blogs, continuing our look at **Excellent Packaging Artwork Capabilities** and in our **Ensuring Effective Translations** series we look at how to choose a translation provider. You can find these in our [Featured Blog Post](#) section below, available for you to read on or off-line.

We're pleased to share with you our [Executive Briefing](#) for this issue: **Legal Restructuring Post Merger & Acquisition** looking at the opportunities and risks posed by the integration of legal entities as the result of mergers and acquisitions.

In our [Top News Picks](#) we share with you a few articles from the industry that we think are worth a read.

We appreciate you taking the time to enjoy sharing our news and updates. As always we welcome your thoughts and comment. If you and your business require advice or assistance in any of these areas, please do not hesitate to get in touch.

Kind regards,



The team at Be4ward

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Be4ward Company News

Covid-19 Vaccines: Applying healthcare traceability learnings to ensure safe global distribution Grant Courtney



We face significant challenges ensuring the safe, global distribution of a legitimate Covid-19 vaccine. Grant Courtney looks to our learnings throughout twenty-plus years of developing healthcare traceability to highlight the key lessons we must apply.

The first results of Covid-19 seroprevalence surveys indicate sufficient levels of herd immunity are a long way off. Given the uncertainty about the duration of such immunity, it is becoming increasingly clear that a vaccine will be key to mitigating the impact of the pandemic on society and the economy. However, the development and manufacture of a vaccine is just the start of the process. There are further significant challenges in the safe global distribution of this most precious commodity.

The vaccine development is going to take some time and this gives us a short but vital window to plan for its manufacture and distribution. The global distribution of a Covid-19 vaccine will pose challenges, not least the issue of supply chain security and product verification. Without factoring in these considerations, we open the door to fake vaccines, theft, hijacking and illegal product diversion. For this reason, in 2009, light security measures surrounded large shipments of H1N1 vaccines and the FDA set up a task force to investigate counterfeit H1N1 treatments.

We have seen a significant upsurge in criminal activity since the start of the Covid-19 outbreak with fake masks and therapeutics, among other counterfeit medical products. In March and April, Homeland Security in the US identified 19,000 suspect Covid-19 related domain names and seized more than \$2.2m linked to 494 shipments of "mislabelled, fraudulent, unauthorised or prohibited COVID-19 test kits, treatment kits, homeopathic remedies, purported anti-viral products and "PPE" leading to 11 arrests. More than 6.5m "products with inaccurate claims" have been flagged by online retail giant Amazon.

Without intervention, we have every reason to expect these same illegal activities to significantly impact the safe distribution of a vaccine. Counterfeit medication is not exclusive to the dark web and underground marketplace; faked product has found its way into all corners of the healthcare supply chain, and unknowingly been distributed by legitimate healthcare providers. At best, a fake vaccine can cause a false belief in an individual's protection from the virus, at worst faked medication can cause death. There are further wider-reaching impacts of false vaccination on the community, creating new outbreaks in areas assumed to be vaccinated and resulting repercussions on social and economic welfare. The impact of this on a global scale serves to further highlight that our ability to guarantee that a Covid-19 vaccine is legitimate and from a controlled supply chain, will be crucial to tackling this virus.

Grant Courtney is a leading healthcare industry consultant and industry recognised expert author on digital brand protection and product traceability.

Through his twenty-four year career working for pharmaceutical, manufacturing, supply chain and commercial positions, Grant has led multiple product lines in strategy and advisory management, working on a number of large strategic initiatives, including product coding, serialization, traceability and asset management.

Grant has been a invited advisor to WHO in defining the digital technology and strategic approach to anti-counterfeiting in Europe. He was awarded Member of the O2 Global Healthcare Industry Team for ten years, developing the organization's strategy for driving adoption of standards to increase patient safety and reduce healthcare costs globally. He held the role of co-chair of the O2 Healthcare public policy group and currently co-chaired the O2 digital life working group.

Grant has been recognized through several industry awards including the Institute for Data Medication Practices Award for preserving the identity of counterfeiters in Nigeria and the Best Traceability Initiative, Pakistan Medicines Directorate. His contributions include the first a degree in Business Studies, a Lean Six Sigma Green Belt and is accredited by the Chartered Institute of Marketing. Grant is based in the UK.

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Covid-19 vaccines will be more valuable than gold dust, how do we protect against fakes?

We face significant challenges ensuring the safe global distribution of a legitimate Covid-19 vaccine. Our Principle Consultant and Traceability Expert Grant Courtney looks at our learnings throughout twenty-plus years of developing healthcare traceability to highlight the key lessons we must apply to this vital distribution challenge.

[Read the article](#)

Making
Pharmaceuticals
EXHIBITION & CONFERENCE



Making Pharmaceuticals Webinar

Developing and Sustaining Excellent

We are proud to be featured on the GS1 new solution partner finder tool. Governments, regulators, hospitals and retail pharmacies in more than 70 countries are driving implementation of GS1 standards in healthcare and many of the implementations require solution providers to support GS1 standards in their systems and processes to provide appropriate solutions to their customers.

To assist healthcare stakeholders worldwide, GS1 Healthcare has launched a new Solution Partner Finder Tool to help healthcare stakeholders to find relevant information on GS1 Member Organisations programmes and active solution partners worldwide. The interactive tool allows users to discover both local and international contacts, including solution partners in the region and the local MO's solution partners programmes and contacts.

Try the tool



Featured Be4ward Blog Posts

EXCELLENT PACKAGING ARTWORK CAPABILITIES PART 5 – LEADERSHIP, GOVERNANCE AND TECHNOLOGY

By Stephen McIndoe of VP of Be4ward

In part 4 of my blog series on how to create excellent packaging artwork capabilities, I looked at the third of our defined processes, Supporting Processes and the influencing aspects of organisation design. Here in the final part five I will look at our final two capabilities: the importance of establishing the right inclusive leadership and governance and the role technology plays in establishing artwork capabilities.

[>> Read it offline](#)

[Read it online](#)

ENSURING EFFECTIVE TRANSLATIONS – TRANSLATION SPECIFICATIONS

By Andrew Love - VP of Be4ward

As we continue in this series of blogs covering the basics on Ensuring Effective Translations, the next set of tips are to help ensure that the translation provider you propose to use is fit for purpose.

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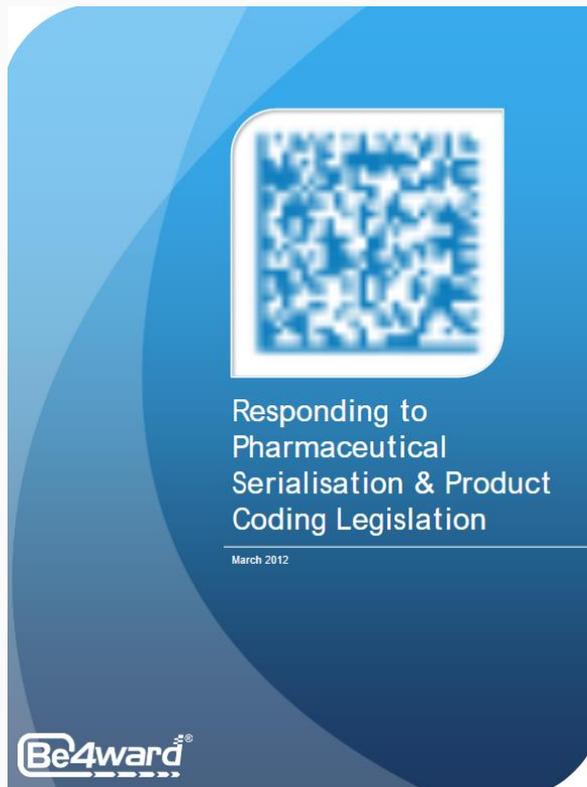
ENSURING EFFECTIVE TRANSLATIONS – BRIEFING YOUR TRANSLATION PROVIDER

By Andrew Love - VP of Be4ward

Continuing this series of blogs expanding on Ensuring Effective Translations, the next set of tips are to help you make sure that the information you are giving to your service provider is well organised and clear.

[>> Read it offline](#)

[Read it online](#)



Responding to Pharmaceutical Serialisation & Product Coding Legislation

Executive Briefing

Stephen McIndoe

Andrew Love

Pharmaceutical product serialisation legislation is being developed and approved across the World to ensure patient safety and prevent fraud. Achieving this across the supply chain is a major and very costly undertaking. Failure to comply with these legislative requirements will mean that pharmaceutical companies will not be able to sell products in the affected markets.

Serialisation legislation requires that every product pack is uniquely identified and registered in an external agency database, together with information about the

product contained in the pack. Depending on the particular legislation, it may also be necessary to update the external agency database with product movement and change of ownership information, a significantly more complex requirement.

Whilst some pharmaceutical companies understand this legislation and have a clear strategy and program of capability implementation under way, others do not.

This white paper outlines the requirements of serialisation and related product coding legislation, discusses what needs to be done to address it and identifies some next steps to effectively manage the risk.

[Read the Executive Briefing to learn more](#)

[>> Read it offline](#)

Top News Picks

We share some of the latest worldwide news picks, on topics related to Serialisation, Artwork, Proofreading, Packaging and Supply Chain Optimisation. Here are three links from the many recently shared articles in the industry that we think are worth your time.



We must prepare supply chains for future COVID-19 vaccines and therapeutics

By [TOM WOODS](#) for World Bank Blogs

Nothing would undermine delivery of successful COVID-19 (coronavirus) vaccines and therapeutic treatments faster than the emergence of fake vaccines.

[Click here to read the article_](#)

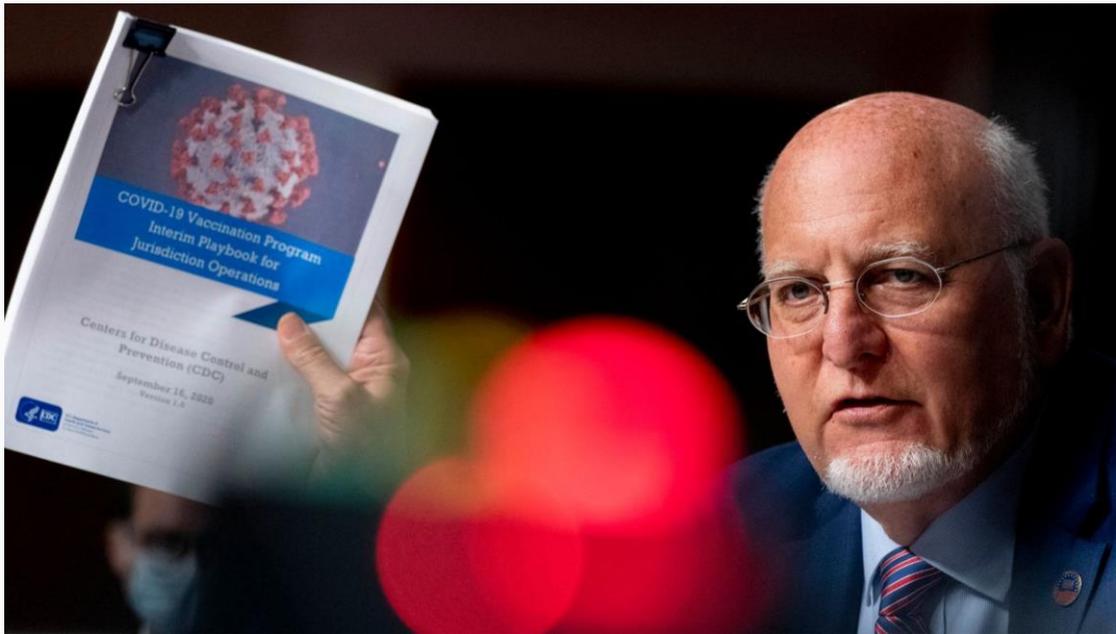


Global anti-counterfeit packaging market to grow to \$17.47 billion

By [Hannah Balfour \(European Pharmaceutical Review\)](#)

Growth in the anti-counterfeit technologies market will be particularly large in the pharma industry due to increasing awareness around health and safety, says report.

[Click here to read the article](#)

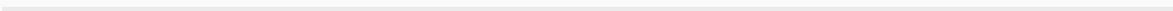


Vaccine distribution isn't as easy as Trump wants people to think

By [RACHEL ROUBEIN](#) and [DAN GOLDBERG](#) for Politico

State officials say they're still unclear about key details, and the CDC chief warned states need billions of dollars more to ensure people get shots.

[Click here to read the article](#)



Executive Briefing: read offline

Featured Blog Posts : read offline

Excellent Packaging Artwork Capabilities part 4 – Supporting processes and organisation design

By Stephen McIndoe - VP of Be4ward

In [part three](#) of my blog series on how to create excellent packaging artwork capabilities, I looked at two important artwork processes: the core and interfacing, examining some typical interfacing processes and their interaction with the artwork process. Here in part four I will look in more detail at the third of our defined processes, Supporting Processes and the influencing aspects of organisation design.

Supporting Processes

The core processes described in a previous article define how individual labelling and artwork changes will be carried out. Whilst this is absolutely critical to the success of the artwork capability in an organisation, it is not sufficient in itself to provide a complete capability. A number of support processes need to be in place to achieve this. These include:

- Governance
 - Performance Management
 - Issue Management & Resolution
 - Process Lifecycle Management
 - Education, Training & Competence Management
 - Information Technology Support
 - Service Provider Management
 - Project & Programme Management
 - Forecasting & Budgeting
 - Business Continuity Management
-

Many organisations will find that they already have one or more of these supporting processes in place that can be adapted or extended in scope to include the necessary artwork process areas. In many instances, this approach is to be recommended, as the artwork capability does not necessarily need its own unique iteration of a supporting process.

There are a number of questions that need to be considered when making the choice about incorporating artwork into an existing supporting process or creating a separate artwork-specific iteration. These include:

- Does a robust supporting process already exist elsewhere in the organisation which has a close fit to the supporting process requirements for artwork?
- Is the existing process owned and managed by a part of the organisation heavily involved in the artwork process?
- Would the owners of the current process consider artwork an appropriate extension of their scope?
- Is the existing process governed by an appropriate steering team that will take fair account of the needs of the artwork process when considering changes to their process?
- Is the artwork capability sufficiently small in scale to be successfully managed within another support process?

If the answer to any of the above questions is no, then careful consideration should be given to creating an artwork-specific support process rather than trying to force-fit artwork into an existing process capability.

For a more detailed discussion on each of the supporting processes, please refer to our book [Developing and Sustaining Excellent Packaging Labelling and Artwork Capabilities](#).

Organisation Design

Having discussed the various types of processes associated with packaging, labelling and artwork capabilities, I will now discuss some aspects related to organisation design.

Roles that support the process

Roles should be structured to support the business process. Therefore you need to have defined your business process before your roles and ultimately people's jobs.

An individual role should be constructed by examining the tasks a process needs to have performed and the skills and knowledge that those tasks require to perform them successfully. Once all this is understood, a logical grouping can be performed to gather together tasks that require similar skills and knowledge.

Some of the typical roles that result from this include:

- Artwork Coordinator
- Artwork Operator
- Proofreader
- Local Market Representative
- Regulatory Affairs Representative
- Printer Representative
- Supply Chain Representative
- Packaging Technologist
- Packaging Quality Control
- ERP Data Management Representative
- Packaging Operation Representative
- Legal Representative

In a typical organisation there are a number of artwork capability related roles that tend to equate to full-time roles for individuals, or at least absorb a very significant portion of an individual's time. This is a point that will become useful when we discuss organisation design later in this post. These 'full-time' roles are typically:

- Artwork Coordinator
 - Artwork Operator
 - Proofreader
-

Organisation structure

Having looked at the key roles that support the process, we can now start to look at the organisation structures that will best support the new capability. We will focus here on the roles and people who spend the majority of their time carrying out the artwork process.

For those people who only spend a small amount of their time carrying out artwork process related tasks, it is normal for them to remain within the structure of their current organisation and we will therefore not consider them any further here.

Co-locating the full time roles and putting them under the same management can bring significant benefits, as I will discuss next. Indeed, if you look at the way typical manufacturing site-based artwork studios have often evolved, these are exactly the roles that exist there, together with the management structure to support them.

Whilst not the only answer, creating one or more artwork studios to serve the whole organisation can have a number of key benefits which have proved to be very powerful in some organisations:

- With one or a small number of artwork studios driving the global artwork activity, it is much easier to create and maintain a truly single global process.
 - The need to develop far fewer relationships results in higher quality relationships being formed, which in turn results in the process working much more effectively.
 - Individuals in the consolidated operation can leverage their specific knowledge across many more artwork changes.
 - It is much easier and more efficient to provide all users with the training and support they need to carry out their activities correctly.
 - Furthermore, with a critical mass of key roles at the artwork studio, higher quality training and competence development becomes possible.
 - Awareness of the overall picture is improved, allowing improvement in things like brand consistency.
 - A larger artwork studio leads to benefits of scale in support services and management overhead.
-

- Improvement and change activity is much easier to implement as there are fewer nodes to deal with.

When deciding on how many service centres are needed, a number of factors need to be taken into account, all of which will be very different depending on the situation within each company. The types of things which impact the decision include:

- Number of countries in which products are sold
- Commercial, supply-chain and support functions organisation structure
- Existing resource levels and the potential impact of reorganisation
- The political will for change
- The budget available for re-organisation
- The quality and extent of the IT tools available to the artwork process

Depending on what other functions are or could be located in a similar way, an organisation might also consider expanding the service provided to include physical packaging design and packaging related Enterprise Resource Planning data management. I do not believe there is a one-size-fits-all answer here, the organisation structure has to fit the particular company's circumstances and timing.

In part five, the final part in this series, I will look in more detail at our final two capabilities: the importance of establishing the right inclusive leadership and governance and the role technology plays in establishing artwork capabilities.

To help you with your artwork improvement programme, you can also find useful information in our book [Developing and Sustaining Excellent Packaging Labelling and Artwork Capabilities](#)

Should you have any questions about this or any other of my blogs, or would simply like to request a copy of any of our publications, please don't hesitate to contact me directly on my email: stephen.mcindoe@be4ward.com

[Read it online](#)

Ensuring Effective Translations – Choosing a translation provider

[Andrew R Love](#)

As we continue in this series of blogs covering the basics on Ensuring Effective Translations, the next set of tips are to help ensure that the translation provider you propose to use is fit for purpose.

Choose professional language translation services carefully

For most organisations who want to ensure the quality of their translations, the use of a language translation agency is the best option. However, there are many agencies out there, so how do you know you are choosing the right one? It is important to understand that translation is a skill and not a commodity. Hence, it is not as simple as just going to the marketplace and choosing the cheapest provider. You need to know the type of work you want the translation agency to do and the criteria you will judge their performance against.

Some of the criteria to consider include:

The type(s) of document(s) being translated

Is your text a contract, a user manual, instructions for taking medicine, a sales brochure, a set of web pages or a financial report?

The technical expertise needed by the person doing the translation

Someone who knows all about medical technology may not be up on accounting, sustainable development or plasma fusion. Make sure that the translator you use is an industry expert.

The intended readers for your document

Are you targeting teenage gamers, genetic researchers, patent agents or simply anyone who might stumble upon your website?

The purpose of the translation

Is the text for internal use or publication?

The regional variation of the target language

Do your readers speak French in Montreal or Paris? It is not the same French.

A selection checklist should include:

- Translator has a knowledge of formal aspects of the target language at a native level, including grammar, spelling, punctuation, capitalisation, and syntax
- Translator has native-language knowledge of the source language, the language from which he or she is translating. Generally, the translation should be into the language the translator knows at an educated level
- Translator has knowledge of the cultural aspects of both language groups
- Translator is a native speaker or has native speaker knowledge of the language
- Translator knows the audience
- Translator conveys meaning rather than word-for-word translations
- Translator is trained or experienced in the colloquial lexicon
- Translator is skilled in proofreading or secures a proofreader for all work
- Translator is certified if the material to be translated is a legal document

Consider Language

A basic rule of translation is that translators work in their native language. That is to say that a translator will translate from another language into their native tongue. So a native English speaking translator would translate from another foreign language into English and not the other way around.

You therefore need to make sure you choose translators that translate into their mother tongue and still have close connections with their birth country, so that they understand and can use current and colloquial language.

If you end up in a situation where you need special subject-matter expertise for your translation and have to use a translator who is not translating into

their mother tongue, you need to ensure such translations are carefully reviewed by a native speaker before use.

Ensure the correct specialisations

There are many different types of documents and many different translation providers. It is important that you match your choice of provider with the types of materials you want translated. If you want highly accurate medical information translated, what experience does the translation agency have with this material?

Ensure you do thorough due diligence by asking for samples of work done and references from those for whom they have already completed this kind of work for. Do not shy away from placing calls to these referenced customers. Share the samples with people in your network who speak these languages and that you trust to validate the effectiveness of the translation.

Ask for the latest translation memory tools

Translation memory software lets you build inventories of standard phrases and their translations. It captures source language phrases and pairs them with the approved translations. Therefore, when you want to update content or re-use that content elsewhere, these tools make it easier to manage the updates and recycling. This helps ensure all impacted translations are addressed and drives greater consistency.

Look for translation service providers who use appropriate translation memory tools. They save time and money.

Insist on quality assurance (QA)

Accuracy and repeatability are crucial in translations. You'll likely put great effort into assuring that your source text is accurate and correct and you need to ensure that your translations are as well.

You therefore need to assess the quality assurance processes in the translation service. Translation providers should follow existing quality standards (e.g. EN 15038:2006) but also adapt them to each area of specialisation (e.g. medical translation) in order to manage projects, resources, communication and data in the most efficient way. Do not hesitate to ask about their QA process and their compliance with existing standards.

Also, look for membership of professional organisations. Although this is voluntary, membership of the Association of Translation Companies (ATC) or the Institute of Translating and Interpreting (ITI) brings a set of membership criteria and a professional code of conduct that must be adhered to.

Make sure that translations are proofread by native, target language editors (ideally a second person) before they are submitted back to you. Mistakes tend to be more common in translated documents.

As well, note that some translation agencies will insist on signing off on the final proofs to protect themselves from any further edits in your operation.

Don't rush for the cheapest

Like any service industry, the provision of translation services is very competitive with many suppliers vying for business. Capabilities, standards, skills and specialisms vary across providers. You therefore need to think of a balanced assessment across all of your requirements rather than just focusing on getting the cheapest cost.

As with any service offering, there will be a minimum price threshold where suppliers below that level cannot meet your other requirements, whatever they may be. You need to consider the impact of not meeting these other requirements (be they service, quality etc.) on the reputation and image of your business. You need to be realistic with your expectations and really understand which matter, versus which are nice to have. Also, appreciate that choosing the cheapest provider may actually end up costing you more in the long term.

When comparing providers ensure you have comparable measurement of costs, ideally through standard and consistent rate cards that allow you to model the total expected cost against your expected workload. Don't forget to factor the level of revision you expect to see from your organisation.

Also, don't forget that there are numerous ways of reducing your costs. Getting your translation right the first time eliminates costly rework, review and approval. Long term relationships can lead to volume discounts and increased effectiveness through use of translation memory. Translation providers can also offer additional services like file presentations, desktop

publishing and layouts, which may save costs for other parts of your organisation.

Therefore when you are choosing your provider, there are a few questions to consider:

- How will I be charged? Will it be by the line, per page or per 1,000 words? Will it be on the word count of the source language or the target language?
- Are there any additional costs such as 'urgency' charges or 'same day delivery' charges?
- Is project management included in the price?
- Will there be a single point of contact for me in the company?
- Who is involved in the checking process and will there be any extra fees charged?
- Are other services such as typesetting, interpreting, voice-overs and copy-writing available?
- Does the translation company carry professional indemnity insurance?
- What kind of turnaround promise and guarantees do the company offer?
- Is the company a member of the ATC or ITI?

In the next blog we will look at the fifth step – Translation Specifications; how to establish a set of standards for working with your translation provider.

Should you have any questions about this or any of my other blogs, if you would like to discuss the artwork processes within your company or would simply like to request a copy of my booklets, please don't hesitate to contact me directly on my email Andrew.love@be4ward.com

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